



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

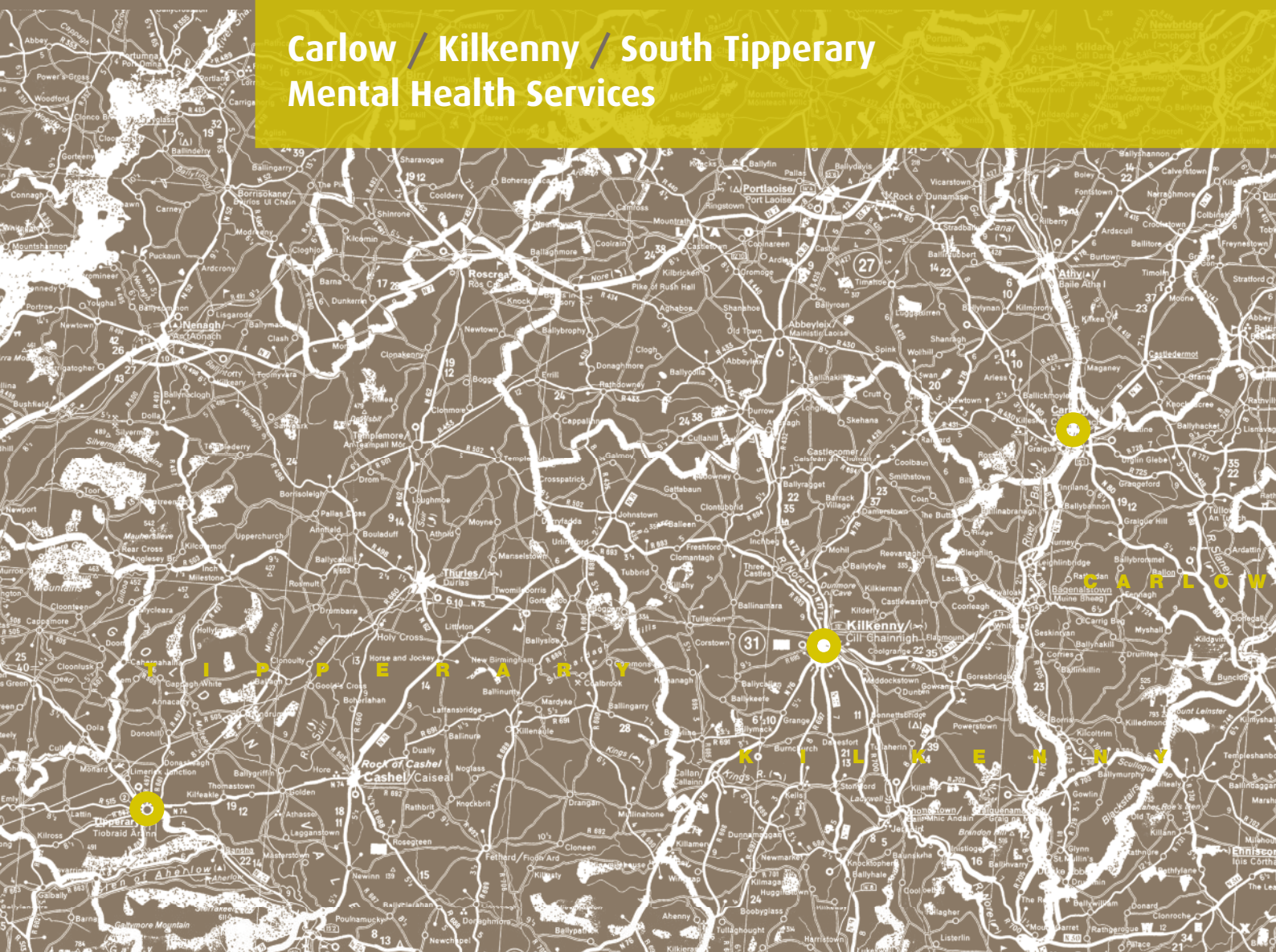


A Vision for Change
ADVANCING MENTAL HEALTH
IN IRELAND

Implementing 'A Vision for Change'

Moving towards a modern, quality and responsive mental health service.

**Carlow / Kilkenny / South Tipperary
Mental Health Services**



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Carlow, Kilkenny, South Tipperary Mental Health Services

2

Carlow, Kilkenny, South Tipperary mental health services provide specialist assessment, care and treatment for people of all ages who require these services.

Approximately 700 staff from a range of disciplines including psychiatric nurses, clinical psychologists, psychiatrists, social workers, occupational therapists and support staff work in the extended catchment area providing services to people who require support for their mental health. Mental health services span all life stages and include a broad range of primary and community based services as well as specialised services for children and adolescents, adults and older people. Services are provided in a number of different settings including; the individuals' own home, inpatient facilities, outpatient clinics, acute day services (day hospitals) and day centres, and high, medium and low support community accommodation.

In line with A Vision for Change, a comprehensive change programme is currently underway, which will deliver a modern, quality and responsive model of mental health care for the people of Carlow, Kilkenny and South Tipperary.

This comprehensive change process is informed primarily by:

A Vision for Change (VfC)

A Vision for Change (VfC) is the national strategy for mental health published in 2006, which sets out how services should be structured and delivered in Ireland. VfC was published following a comprehensive consultation process over a three year period with a wide range of stakeholders including service users, advocates, carers, mental health professionals and voluntary organisations. A Vision for Change is recognised internationally as a progressive strategy that provides a roadmap charting the way forward to a world class mental health service in Ireland.

Mental Health Commission:

The Mental Health Commission (MHC) is the independent statutory body established under the Mental Health Act 2001. The MHC promotes good practice and high standards in the delivery of mental health services. It does this through regular inspections and recommendations that are acted on to promote continuous improvement in the service.

What is this change programme about?

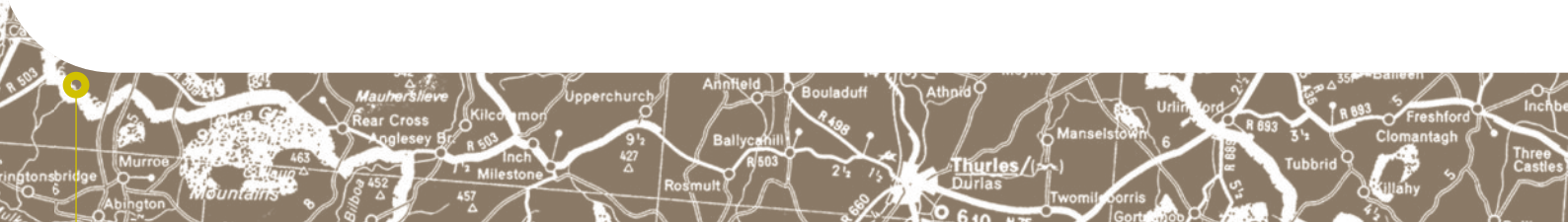
This change programme is about ensuring that people who use mental health services have easy access to appropriate care in the most appropriate setting and will involve a system wide approach by mental health professionals, service users and their families, primary care teams, GPs and voluntary and community groups.

The change programme will see a continued move away from the old model of institutional care to a wide range of modern community based mental health services. This approach aims to support people to live as independently as possible and avoid admission to hospital if possible.

The key areas to be addressed, as agreed with the Mental Health Commission (MHC), include;

- Development of patient centred services
- Need for cultural change
- Development of community mental health services
- Development of governance structures and leadership

In addition, in line with the ethos of A Vision for Change, there will be a move towards a service that facilitates recovery. This recovery ethos ensures that individuals take responsibility for their own recovery with the necessary levels of support from the mental health services.



modern, quality and responsive mental health service.

What changes are being made?

In line with A Vision for Change and Mental Health Commission recommendations and reports, the following change programme is being implemented:

- The closure of old long stay institutions
- Enhancement and development of community based services
- Separation of North and South Tipperary acute inpatient mental health services
- Development of appropriate acute inpatient services in line with A Vision for Change

The key element of this change programme is the enhancement and development of a wide range of community mental health services in Carlow, Kilkenny and South Tipperary with a focus on enabling the service user to remain in the community to the greatest extent possible.

HSE South has prioritised the implementation of this change programme and has allocated more that €20m capital funding and over €1.75 revenue funding to support this comprehensive development programme.

Much of this change is already underway, including a number of fundamental changes to how mental health services in the area are structured, managed and delivered.

Key developments are as follows:

Development of Extended Catchment Areas

A Vision for Change identifies that mental health services across the country are structured around extended catchment areas with populations of between 250,000 to 400,000 (taking account of social and demographic factors, location of an acute psychiatric inpatient unit in general hospitals). Carlow, Kilkenny, South Tipperary, with a population of

205,245 was designated as one of four extended catchment areas in HSE South.

Extended Catchment Area in HSE South	Population
Carlow / Kilkenny / South Tipperary	205,245
Wexford / Waterford	255,593
South Lee / West Cork / Kerry	372,660
North Lee / North Cork	248,470
Total	1,081,968

Governance

The Mental Health Management Team, reporting to the Area Manager and represented on the Area Management Team, will be responsible for quality, performance and delivery of services. The team will ensure that the necessary governance arrangements are in place throughout the service, in order to provide evidence based, safe and high quality services that are regularly reviewed and audited. Through these arrangements all staff will participate in continuous improvement measures necessary to achieve and maintain a high quality service. Service users and their families will be involved in these arrangements at all levels. This process has already begun with the development of consumer panels under the aegis of the National Service Users Executive (NSUE) and the participation of a service user in senior management teams and clinical governance meetings. A comprehensive governance framework has been put in place to oversee the implementation of the change programme. This framework provides for participation by staff and union representatives as well as service users and community partners in the process.

Enhanced Community Mental Health Team

Core Community Mental Health Teams (CMHT)

To support this change process, there will be a comprehensive development of CMHTs to meet the increased demand for community services. CMHTs bring together the key professionals to provide a range of mental health interventions for a defined



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4

community. CMHTs include psychiatrists, clinical psychologists, social workers, psychiatric nurses and occupational therapists. The team provides ongoing care, support and education to clients and their families including outpatient clinics, medication management, individual, family and group therapy. A Team Coordinator, as described in A Vision for Change will be assigned to each county from within existing resources.

The three CMHTs for Clonmel East, Clonmel West and Cashel will amalgamate into one enhanced CMHT on 31st October 2011. The East and West elements of the team will be co-located in a new base, with the new Acute Day Service (Day Hospital) in Clonmel in March 2012. The existing team base for Cashel/Tipperary CMHT will be maintained.

The two existing CMHTs in Carlow will be amalgamated to one enhanced CMHT on 31st October 2011 and will be co-located with Acute Day Service / Home Based Treatment Team (HBTT) in an existing modern facility on the grounds of St Dymphna's Hospital. Along with Greenbanks, the Crisis / Respite Accommodation (providing services for Carlow and Kilkenny), will form the enhanced CMHT for Carlow.

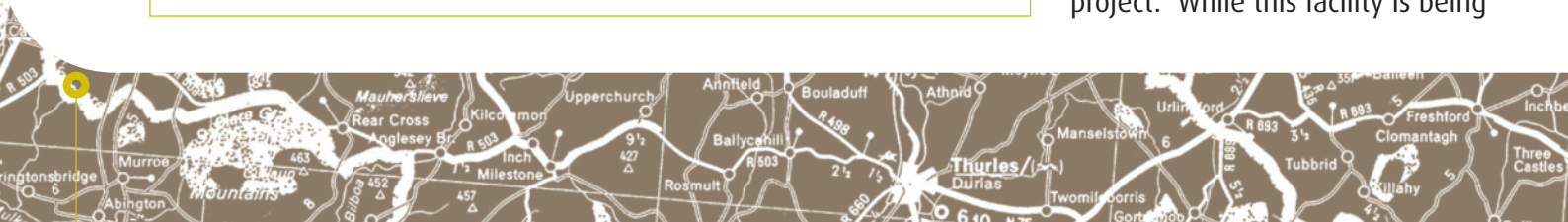
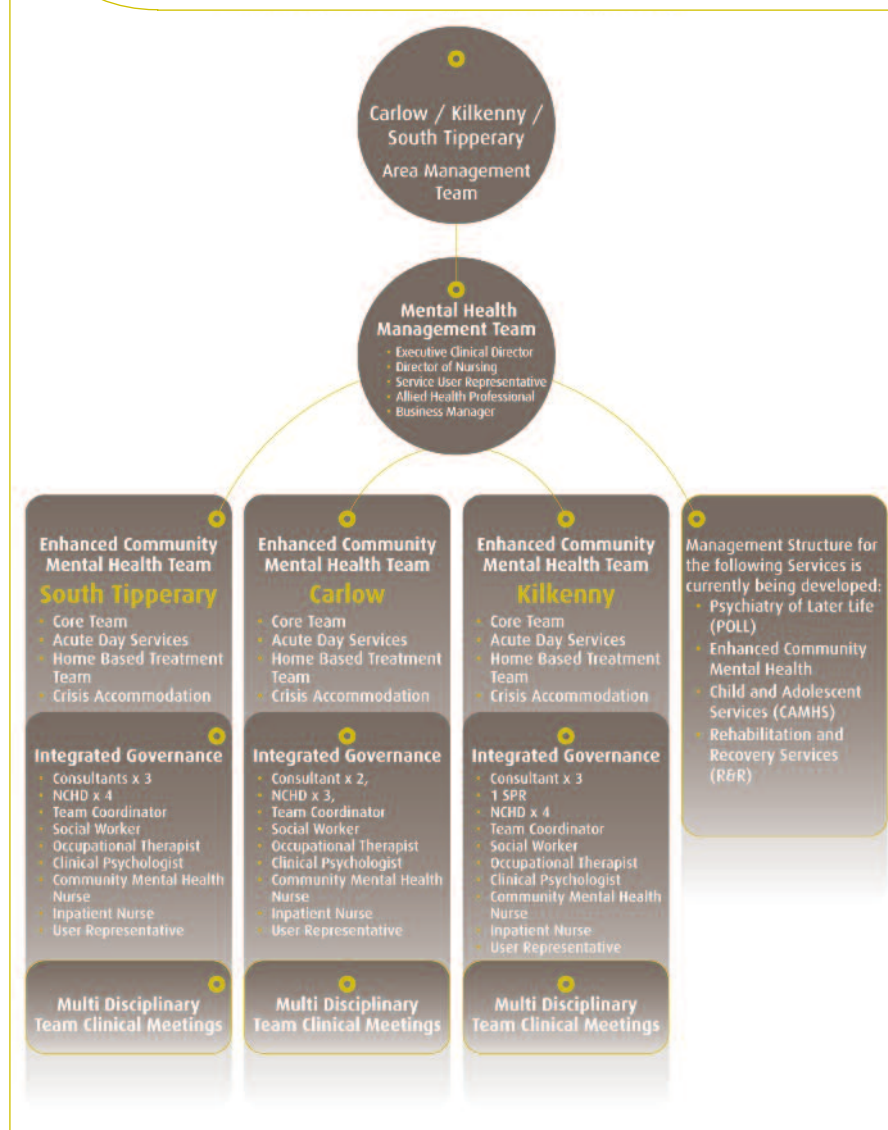
The three existing CMHTs in Kilkenny will be amalgamated on 31st October 2011 at an existing modern facility on the grounds of St Canice's Hospital. Co-located with the Acute Day Service (Day Hospital) / HBTT, will form the enhanced CMHT for Kilkenny.

Acute Day Services (Day Hospitals)

Acute Day Services (Day Hospitals) will offer community based services as an alternative to inpatient admission for a proportion of service users. Research indicates that acute day services (Day Hospitals) are suitable for a significant proportion of service users who would otherwise be admitted to hospital.

Acute Day Services (Day Hospitals) will be enhanced through the development of two new Acute Day Services in Clonmel and Cashel and the enhancement of existing acute day services in Carlow and Kilkenny.

Construction has commenced on the new Acute Day Service (Day Hospital) / Community Mental Health Team (CMHT) base in Clonmel and this is on schedule for completion by the first quarter of 2012. An investment of €3.5m has been made to advance this project. While this facility is being



modern, quality and responsive mental health service.

constructed on the Glenconnor Rd., Clonmel, a temporary location for the service will be established at an existing facility on the grounds of St Luke's Hospital, Clonmel and this will be operational in October 2011.

An Acute Day Service (Day Hospital) facility in Cashel already exists and this service will become operational in October 2011.

The Acute Day Services (Day Hospitals) on the grounds of St. Dymphna's Hospital, Carlow and St. Canice's Hospital, Kilkenny will be extended to provide a seven day service with enhanced staffing from October 2011.



Acute Day Services
(Day Hospitals)
Mental Health
Hospital,
Clonmel

Crisis / Respite Accommodation Service

Another key element of the development of South Tipperary community mental health services will be the opening of a new Crisis / Respite Accommodation for the catchment area. It will be used for crisis accommodation and acute respite purposes for up to 72 hours. It will offer alternatives to inpatient care for a proportion of those who would otherwise have been admitted to hospital.

A purpose built eight bed facility will be constructed in Clonmel and will be completed by December 2012. An investment of €2m has been made in this project.

While this permanent facility is being built a temporary location for the service will be provided and this will be operational from March 2012.

Crisis/Respite accommodation services for Carlow and Kilkenny are provided in a 12 bedded unit – Greenbanks Hotel, Carlow.

Other Specialised Services

The other specialised services such as Psychiatry of Later Life, Rehabilitation and Recovery, Child and Adolescent Mental Health Services and Intellectual Disability Services will continue to be an integral part of the overall delivery of mental health services. Further work is being undertaken locally in developing the structures and the governance for these services.

Home Based Treatment Teams (HBTTs)

These consultant-led multidisciplinary teams will provide a seven day service which will enable service users to receive treatment in their own home environment and will become operational in October 2011.

A HBTT will be developed in South Tipperary through the redeployment of staff from St. Michael's Unit following the transfer of the North Tipperary services to HSE West. The HBTT in South Tipperary will operate on a seven day basis with an on-call facility at night. This enhanced service will become operational on the 31st October 2011.

There will be one HBTT each for Carlow and Kilkenny, co-located with the CMHT base which will become operational from 31st October 2011.



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Continuing Care Services

A further development in the mental health services is the closure of the old inappropriate long-stay facilities in South Tipperary and Carlow.

6

Community Nursing Unit (CNU), Clonmel

To facilitate the closure of the old inappropriate long-stay facilities at St. Luke's Hospital, Clonmel and the relocation of more than 40 residents, staff and resources, a new purpose built Community Nursing Unit is currently under construction. The Mental Health Commission requires a reduction of 40 in the number of residents that can be accommodated in St. Luke's Hospital, Clonmel by no later than 31st March 2012 and this new development will ensure this requirement can be adhered to.

The CNU will open by March 2012 and will see residents and staff from St. Paul's and St. Mary's Wards in St. Luke's Hospital, Clonmel

transfer to the new Unit. An investment of €8m is being made in this project.

In St. Dymphna's Hospital, Carlow there are currently 11 long stay residents in St. Patrick's Ward. These residents needs have been assessed and they will be re-accommodated in other more appropriate sites according to their needs. Following this transfer towards the end of 2011, St. Dymphna's Hospital will close as an approved centre.

Community
Nursing Unit
(CNU),
Clonmel

Architect's
image of the
CNU



High Support Hostel Services

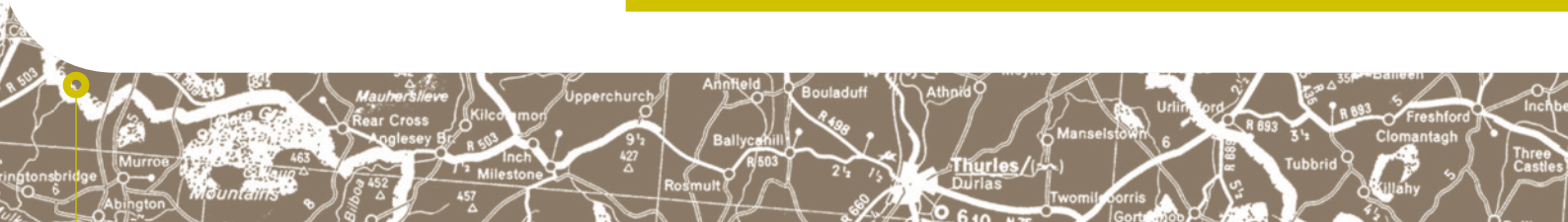
A comprehensive review of all residents in Hostel / Supported Accommodation in the catchment area has been ongoing over the last year to assess existing residents' accommodation needs with a view to providing more independent living accommodation, if appropriate.

The remaining patients in St. Luke's Hospital, Clonmel (St. Teresa's Unit) will transfer to a newly built High Support Hostel in Clonmel. This 12 bed facility will support the delivery

of a community orientated service and will open in June 2012. An investment of €2m is being made in this project.

Following this transfer, St. Luke's Hospital Clonmel will close as an approved centre.

High
Support
Hostel
Services



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Acute Inpatient Provision

As community mental health services are further developed in Carlow, Kilkenny and South Tipperary, those with mental health needs will be able to avail of more appropriate services in the community with fewer people requiring admission to hospital. A 25 – 30% reduction in acute inpatient occupancy is anticipated when the full range of community services are available.

A key priority for the HSE has been to reconfigure acute inpatient services in line with the recommendations of A Vision for Change. The approach involves deploying staff resources away from old institutional settings or overprovision of acute inpatient beds towards community based services such as acute day services (day hospitals), Home Based Treatment Teams, Crisis / Respite

Accommodation Services and enhanced CMHTs. This approach is central to the delivery of modern, quality and responsive mental health services, is supported by service users, and delivers value for money.

In respect of HSE South, A Vision for Change recommendations state that 50 beds should be provided for each mental health extended catchment area of 300,000 population. For the Carlow / Kilkenny / South Tipperary ECA with a population of 205,245, the number of acute inpatient beds required is 34. The current provision for the area is 73 beds which are located at the designated ‘approved centres’ in the 44 bed purpose built unit at St. Luke’s General Hospital, Kilkenny and the 49 bed unit at St. Michael’s Unit, Clonmel (20 of these beds are currently allocated to patients from North Tipperary).

Current Acute Service Provision

Extended Catchment Areas	Population	Existing Inpatient Acute Beds	Requirement per VFC
South Tipperary/Carlow & Kilkenny	205,245	73	34
Wexford/Waterford	255,593	75	43
South Lee/West Cork/Kerry	372,660	108	62
North Lee/North Cork	248,470	76	42
Total	1,081,968	352	180

The 44 bed acute inpatient unit in St. Luke’s General Hospital, Kilkenny fully meets all the requirements as set out in ‘A Vision for Change’ and will be the designated approved centre for the Carlow, Kilkenny, South Tipperary Extended Catchment Area, enabling all acute admissions to be managed at a single site. The Unit in Kilkenny complies with MHC requirements and has more than enough capacity for the population of Carlow, Kilkenny and South Tipperary. The acute bed allocation in the Department of Psychiatry, St Luke’s General Hospital, Kilkenny is being reorganised to accommodate admissions from South Tipperary.

St Michael’s Unit in Clonmel is an older unit about which the MHC has highlighted a range of service and infrastructural issues. The Unit is no longer fit for purpose and will cease to accept inpatient admissions in 2011 / 2012 as follows:

- The Mental Health Commission requires the transfer of North Tipperary acute services from St. Michael’s Unit to acute inpatient services in HSE West.
- New admissions to St. Michael’s Unit from North Tipperary will cease at the end of September 2011. All remaining North Tipperary inpatients in St. Michael’s will transfer to HSE West by the 24th of October 2011. This will see the related reduction of



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8

20 inpatient beds in St. Michael's Unit by 31st October 2011 which will have approved centre status with the Mental Health Commission for 29 patients from that date.

- As this change programme is progressed and the community based services are fully implemented the acute inpatient beds in St. Michael's Unit will no longer be required and it will close as an approved centre. All the appropriate community based services are to be in place by the end of March 2012 and this is the target date for St. Michael's Unit to close. No services will cease until alternative community based services are in place.
- This target date will be kept under close review through the governance framework within the HSE and with the Mental Health Commission and the Department of Health to ensure quality and safe outcomes at all times.

How will these developments be staffed and resourced?

The redeployment of staff from St. Michael's Unit and St. Luke's Hospital, Clonmel will further resource the community based mental health services coming on stream including the Home Based Treatment Team, two new Acute Day Services in Clonmel and Cashel, the Community Based Mental Health Teams and the Community Nursing Unit.

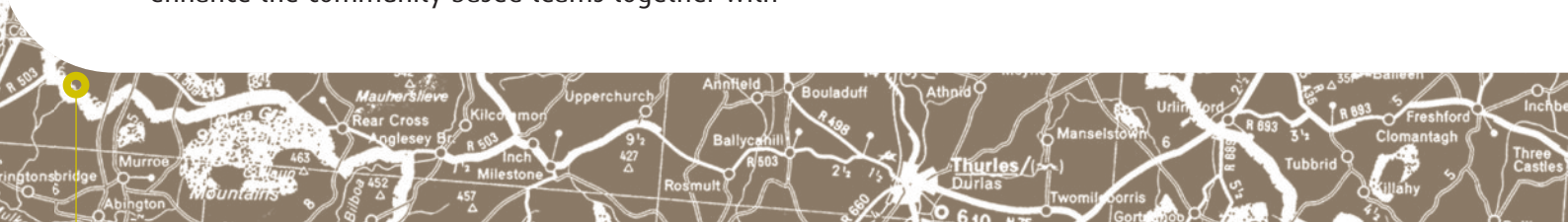
Dedicated funding has been provided by HSE South to HSE West to allow them meet the staffing requirements in accepting admissions from North Tipperary. At the same time, existing resources to the value of €1.5m become available for immediate redeployment of staff to enhance our community services in a planned and focussed way. This will also enable the retention of highly skilled personnel and will ensure a seamless transfer from institutional type care to a multidisciplinary team delivered community mental health service. Dedicated funding of €0.250m is being made available to Carlow / Kilkenny to enhance the community based teams together with

the reorganisation of staff in line with this change programme.

South Tipperary has been prioritised for the development of community based mental health services and €20m capital funding has been allocated to support this comprehensive development programme.

Primary Care Teams and General Practice

GPs and Primary Care Teams in partnership with the local mental health services have a critical role to play in the support of individuals with mental health needs. GPs are the first health professionals to be involved in the management of a wide range of mental health problems and as such are the 'gatekeepers' to the mental health services. The CKST mental health service is committed to working with our primary care colleagues and there have been a number of engagements with GPs across the area. In addition a series of briefings is also planned to ensure that all primary care practitioners are fully engaged with the change programme



Moving towards a modern,
quality and responsive
mental health
service.



GENERAL ADULT MENTAL HEALTH SERVICES
ENHANCED COMMUNITY MENTAL HEALTH TEAM

Core Community Mental Health Team (CMHT), St. Dymphna's Hospital campus

Community based Mental Health Service providing ongoing care, support and education to clients and their families; including outpatient clinics, medication management, addiction services, individual group and family therapy.

08.30am to 5.30pm - Monday to Friday

Acute Day Services, St. Dymphna's Hospital campus

Provides multidisciplinary assessment and treatment to people in the acute phase of their illness, and who might otherwise need inpatient care.

8.30am to 8.00pm / 7day service

Home Based Treatment Team (HBTT), St Dymphna's campus

Part of the enhanced CMHT. Rapid response service provided by HBITT clinicians to assess urgent presentations and determine the appropriate inpatient / outpatient care.
9.00am – 5.00pm / 7 day service

Crisis House, Greenbanks Hostel, Athy Road

Provides crisis / respite accommodation for up to 12 clients for 72 hrs and acute respite for a maximum of 2 weeks in Carlow and Kilkenny

REHABILITATION SERVICES

Carlow /Kilkenny Rehabilitation & Recovery Team

Multidisciplinary consultant-led team providing specialist support to people with enduring mental health needs and supports independent living in the community.

9.00am to 5.00pm – Monday to Sunday

Dolmen Centre, St. Dymphna's Hospital

Description: Demand led service providing occupational, recreational and social skills development.
9.00am to 5.00pm - Monday to Friday

Skill Base (Also known as Supported Training Services), St. Dymphna's Hospital

Provides vocational training (60 places) as well as lifestyle courses.

9.00am to 5.00pm - Monday to Friday

Support, Training, Education, Employment and Referral (STEER), Tullow St.

Community based vocational and rehabilitation service assisting referred clients to return to education/employment.

9.00am to 5.00pm - Monday to Friday

HOSTELS

The following hostels provide accommodation for individuals with enduring mental health needs.

Park Lodge Hostel, Bestfield	9 beds
Court View Hostel, Old Dublin Road	8 beds
Beechwood Hostel, Rathnapish	9 beds
Elm Park Drive Hostel, Rathnapish	8 beds

INTELLECTUAL DISABILITY SERVICES

Kelvin Court, St. Dymphna's Hospital

Castle Activation Centre, Kelvin Court, St. Dymphna's Hospital

Sacred Heart Hostel, Old Dublin Road

PSYCHIATRY OF LATER LIFE SERVICES

Psychiatry of Later Life, St. Dymphna's Hospital,

Provides consultant led, multidisciplinary community mental health services to the over 65 population for the Carlow/Kilkenny area.

8.30am to 5.30pm - Monday to Friday

CHILD AND ADOLESCENT MENTAL HEALTH SERVICES

CAMHS, James' Green, Kilkenny

ACUTE MENTAL HEALTH INPATIENT SERVICES
Department of Psychiatry, (DoP) St. Luke's General Hospital, Kilkenny
44 bed purpose built acute inpatient services to provide for the inpatient needs of the extended catchment area of Carlow/Kilkenny and South Tipperary by March 2012. Admissions accepted from the Home Treatment teams.
24 hour / 7 day service





Area Manager
HSE Carlow / Kilkenny / South Tipperary

HSE Offices
Lacken
Dublin Road
Kilkenny

www.hse.ie

August 2011